

## Building Sustainable Business Excellence Through Knowledge Management, Innovation, Learning Agility, Talented HR, Organizational Culture as Mediator

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### Abstract

The purpose of this research is to analyze the effect of knowledge management, learning agility innovation, talented HR on corporate culture, then analyze the influence of knowledge management, innovation, learning agility, talented HR and corporate culture on the company's sustainability business excellence. In this study the approach used is a quantitative approach. This approach relies more on numbers in the form of scores as an analytical framework where the scores are obtained by the survey method. The population in this study were all BoD-1 level employees (equivalent to Entity Directors & General Manager), BoD-2 level (Manager equivalent) and BoD-3 level (Assistant Manager equivalent) at PT XYZ with a sample size of 150 respondents whose data was processed using structural equation modelling. The results of this study indicate that knowledge management has no effect on sustainability business excellence, knowledge management has a significant effect on organizational culture, innovation has a significant effect on sustainability business excellence, innovation has a significant effect on organizational culture, learning agility has no effect on sustainability business excellence, learning agility has a significant effect on organizational culture, Talented HR has a significant effect on the sustainability of Business Excellence, Talented HR has a significant effect on Organizational Culture, Organizational Culture has a significant effect on the sustainability of Business Excellence.

**Keywords:** Human Resources, Organizational Culture, Sustainability Business Excellence, Knowledge Management, Innovation, Learning Agility, Talented Human Resources



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### INTRODUCTION

The economic conditions in 2020 will face very difficult challenges. Not only in Indonesia, but the whole world feels the same way. The outbreak of the COVID-19 pandemic has contracted the world's economic performance, especially in the first half of 2020, the global economy experienced a very deep contraction. Even though global economic performance has started to show improvement in the second semester, in general, economic growth in 2020 will still experience negative growth. Some countries have even entered the brink of economic recession. The Indonesian economy also faces the same challenges. Even though the Government has taken a number of steps in dealing with this pandemic, Indonesia's economy continues to experience a contraction of 2.07% or much lower than the previous year's economic performance of 5.02%.

The sustainability of the company can be seen from the level of sales that has increased and how the assets support the increase in sales and how the available funds (in the form of current liabilities, debt, retained earnings and new sales) on asset growth (Ratnawati, 2007). A sustainable business is a business that ensures that all activities and production processes take into account social conditions (people) and the environment (planet), and still make a profit (profit) (Hendriyeni, 2014). Sustainability is the impact where the actions taken at this time are the same as the choices available in the future (Aras and Crowther, 2008). Business continuity

is a condition or condition of a business, in which there are ways to maintain, develop and protect resources and meet the needs that exist within a business (industry) (Handayani, 2007). Corporate sustainability is related to the company's ability to create profits, the company's ability to protect the environment and the company's ability to improve social life (Cambra-Fierro & Benitez, 2011).

The Superior Performance Assessment Criteria (KPKU) is a new reference towards achieving sustainability business excellence. This application was adapted from the United States Government program namely the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), namely there are seven excellent performance assessment criteria consisting of: 1) Leadership, 2) Strategic Planning, 3) Customer Focus, 4) Measurement, Analysis and Knowledge Management, 5) Workforce Focus, 6) Operations Focus and 7) Results. These seven criteria must be possessed by companies so that they are able to increase company competitiveness, increase customer satisfaction and innovation as well as achieve sustainable performance growth and sustainability business excellence.

The new paradigm of Human Resources (HR) management views that HR is an organizational asset or human capital, so it must be managed strategically and proactively (Ulrich, 1998). The strategic role of Human Resources (HR) management is called strategic HR management, which is the implementation of HR management that supports the organization's strategy as a business partner to improve performance so that HR management must be able to elaborate on all the capacities and capabilities of its HR, to serve as a competitive advantage (competitive advantage) for the organization.

Knowledge (knowledge) is seen as an important weapon to achieve sustainable competitive advantage through preparing leaders with the stream of expertise that companies need in the future. Knowledge as a fundamental basis of competition (Grant, 1996; Agarwal, et al, 2012) and, especially tacit knowledge, can be a source of excellence because it is unique, does not move perfectly, cannot be perfectly imitated, and cannot be substituted. But knowledge processing itself does not guarantee strategic advantage (Zack, 2002); rather, it must be managed. Knowledge is the main resource and has an important role to achieve sustainable competitive advantage and performance achievement (Gunjal, 2005). As one of the competitive assets, knowledge must be owned by every individual to be able to develop skills, so that through mastery of knowledge and skills individuals can manage their own careers. Therefore knowledge must be managed through a knowledge management system. Knowledge management has a role in encouraging the creation of corporate innovation (Ode & Ayavoo, 2019; Cillo et al., 2018).

This paradigm shift from a resource-based view to knowledge management requires companies to further improve the management and use of all knowledge owned by companies and their employees (Tobing, 2007). Thus, natural resources are not the most reliable thing but must also rely on knowledge resources, ideas, innovation and creativity. Environmental changes and in the current era of uncertainty also require companies to be more proactive and innovative. Innovation is considered as an important mechanism to become more competitive and to survive in the global business world (Salaman and Storey, 2002). Scholl (2005) states that if there is no innovation then there is nothing to talk about growth and competitiveness. According to (Gunday et al 2011), organizational innovation is closely related to all administrative efforts to update organizational routines, procedures, mechanisms, systems and to renew teamwork, information sharing, coordination, collaboration, learning and innovation. Learning agility is needed by employees to meet organizational requirements (De Meuse et al, 2010). Learning agility is the ability to learn and adapt to unknown situations, and is predicted to affect a person's potential performance in completing new tasks (Gravett, 2016).

Management and development of human resources (HR) is an important factor in ensuring the long-term sustainability of the company. The company always implements the right human resource management strategy to strengthen the competence and skills of the company's people. Therefore, companies need to prepare and develop human resources professionally through an integrated talent management system. The Talent Management System is a process for preparing, developing and retaining talent to fill strategic positions in the organization so that they can perform superior both now and in the future in line with the organization's vision, mission and value system. Previous studies that have examined the problem of Talent Management have proven that talent management has a significant effect on company progress. As research Rachmawati (2012) in (Chan & Claudia, 2018), where the results state that the implementation of talent management with a strong focus on business strategy has a statistically high and significant impact on the sustainability of the company.

## RESEARCH METHODS

This research examines the variables that are thought to influence the sustainability of business excellence as the dependent variable, while knowledge management (X1), innovation (X2), learning agility (X3), talent HR (X4) as independent variables. Then organizational culture as an intervening variable. The following is the conceptual framework in this study:

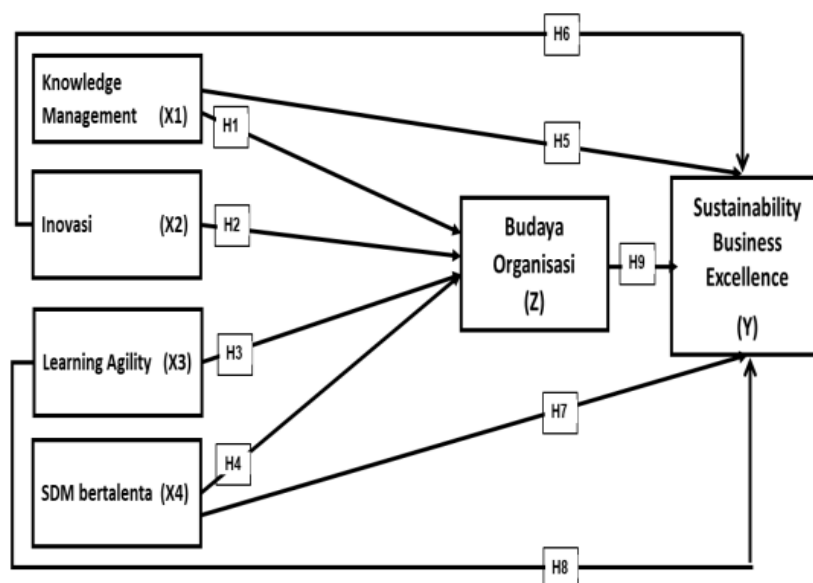


Figure 1. Conceptual Framework

In this study the approach used is a quantitative approach. This approach relies more on numbers in the form of scores as an analytical framework where the scores are obtained by the survey method. In the research that the writer conducted, the scope of the research object was determined by the author according to the problem to be studied, namely "Building Sustainability Business Excellence through Knowledge Management, Innovation, Learning Agility in talented HR with Corporate Culture as an intervening variable". The companies that are used as research objects are talented human resources at PT XYZ. The population in this study were all employees at the BoD-1 level (equivalent to Entity Directors & General Managers) totaling 22 people, 28 people at the BoD2 level (equivalent to Manager) and 171 people at the BoD-3 level (equivalent to Assistant Manager) who were included in the Talent category. Pool in the XYZ Group environment so that the total population is 221 people. The sampling technique refers to the Slovin formula so that a sample of 150 people is obtained as a

sample. The instrument as an aid in using data collection methods is a means that can be realized in objects, in this study the instrument used was a questionnaire given to the research sample. The answer to each instrument that uses a Likert scale has a gradation from very positive to negative. In this study using primary data types with data sources distributing Google form questionnaires to samples that have been determined according to the criteria. Furthermore, data processing techniques are carried out in 4 stages that must be passed. In accordance with the quantitative analysis that the researchers carried out, this data processing technique consisted of editing, coding, processing, cleaning. The research data analysis method uses the Structural Equation Model 86 (SEM) with the SmartPLS version 3.0 application. Partial Least Square (PLS) is an alternative Structural Equation Modeling (SEM) method that can be used for a general approach to data analysis.

## **RESEARCH RESULTS AND DISCUSSION**

### **Research Result**

In this study the respondents selected were PT XYZ talents, totaling 150 people. This amount was obtained from the results of the calculation of sampling and it can be concluded that through the slovin formula the researchers took 150 people with permanent employee status. This study aims to analyze the correlation between the characteristics of the respondents studied and Sustainability Business Excellence through organizational culture as an intervening variable. Respondents covering three aspects, namely gender, education and years of service. The characteristics of the respondents can be described as follows:

**Table 1. Characteristics of Respondents**

<b>Characteristics of Respondents</b>	<b>Total</b>	<b>Percentage</b>
Gender	Male	73,33%
	Female	26,67%
Educational Level	D3	2,00%
	S1	81,33%
	S2	15,33%
	S3	1,33%
Years of Service	<5 years	9,33%
	5-10 years	42,00%
	10-15 years	21,33%
	>15 years	27,33%

The largest number of respondents were male respondents, namely 110 people or 73% and female respondents, 40 people or 27%. So it can be said that the average talent of PT XYZ is dominated by men. The characteristics of respondents based on gender (Gender) are classified into two, namely male sex and female sex. With the number of respondents as many as 150 people.

The largest number of respondents were respondents with a bachelor's degree (S1), namely 122 people or 81%, respondents with a D3 education were 3 people or 2%, respondents with a Masters degree were 23 people or 16% and respondents with a PhD education were 2 people or 1%. So it can be said that the average employee of PT XYZ is dominated by bachelor's degree (S1). The characteristics of respondents based on education or graduates were classified into four, namely Diploma three (D3), Undergraduate (S1-graduate), Undergraduate (S2-master) and Undergraduate three (S3-doctoral) education. With the number of respondents as many as 150 people.

The largest number of respondents were respondents whose working period was between 5 - 10 years, namely 63 people or 42%. Meanwhile, respondents whose working

period was <5 years were 14 people or 10%, respondents whose working period was 10-15 years were 32 people or 21%, respondents whose working period was >15 years were 41 people or 27%. So it can be said that the average working period of PT XYZ employees is between 5-10 years.

The characteristics of the respondents based on the length of service of the employees were divided into 4 categories, ranging from <5 years, 5-10 years, 10-15 years and >15 years with 150 respondents. This study uses SEM analysis and the SmartPLS application version 3.0. Partial Least Square (PLS) is an alternative Structural Equation Modeling (SEM) method that can be used to overcome this problem (Haryono, 2017). The outer model is designing a structural model or outer measurement which is also known as a measurement model. The outer model test aims to specify the relationship between the latent variables of the indicators. Evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model. Outer models with reflexive indicators are evaluated through convergent validity and discriminant validity of the indicators and composite reliability for the indicator block (Ghozali and Latan, 2015).

**Table 2. Outer Loading**

Variable	Items	Outer Loading	AVE	CA	CR
Knowledge Management (X1)			0,626	0,974	0,897
	KnM 1	0.786			
	KnM 2	0.765			
	KnM 3	0.679			
	KnM 4	0.567			
	KnM 5	0.876			
	KnM 6	0.767			
	KnM 7	0.912			
	KnM 8	0.872			
	KnM 9	0.769			
Innovation (X2)			0,582	0,917	0,923
	Inv 1	0.726			
	Inv 2	0.766			
	Inv 3	0.670			
	Inv 4	0.563			
	Inv 5	0.872			
	Inv 6	0.767			
	Inv 7	0.512			
	Inv 8	0.872			
	Inv 9	0.869			
Learning Agility (X3)			0,701	0,934	0,899
	La 1	0.626			
	La 2	0.666			
	La 3	0.870			
	La 4	0.563			
	La 5	0.772			
	La 6	0.667			
	La 7	0.812			
	La 8	0.772			
	La 9	0.669			
	La 10	0.897			
	La 11	0.679			
	La 12	0.913			
Talented HR (X4)			0,821	0,966	0,866
	SDMB 1	0.785			

	SDMB 2	0.695			
	SDMB 3	0.885			
	SDMB 4	0.785			
	SDMB 5	0.792			
	SDMB 6	0.685			
	SDMB 7	0.784			
	SDMB 8	0.585			
	SDMB 9	0.695			
	Sustainability Business Excellence (Y)			0,624	0,922
SBE 1		0.776			
SBE 2		0.666			
SBE 3		0.970			
SBE 4		0.763			
SBE 5		0.872			
SBE 6		0.767			
SBE 7		0.512			
SBE 8		0.872			
SBE 9		0.869			
Organizational Culture (Z)			0,657	0,914	0,924
	BdO 1	0.826			
	BdO 2	0.865			
	BdO 3	0.779			
	BdO 4	0.667			
	BdO 5	0.873			
	BdO 6	0.762			
	BdO 7	0.912			
	BdO 8	0.874			
	BdO 9	0.761			
	BdO 10	0.698			
	BdO 11	0.777			
	BdO 12	0.622			
	BdO 13	0.916			
	BdO 14	0.812			
	BdO 15	0.723			
	BdO 16	0.670			
	BdO 17	0.891			
	BdO 18	0.824			
	BdO 19	0.745			
	BdO 20	0.826			
	BdO 21	0.865			

Convergent validity testing of each construct indicator according to Chin in Ghazali and Latan (2015), an indicator is said to have validity if the value is greater than 0.5. Based on the table above, it can be seen that all indicators have outer loading > 0.5. An indicator is said to be valid if its value is greater than 0.5, whereas if there is an outer loading below 0.5 it will be removed from the model. Another way that can be used to assess discriminant validity is to compare the AVE squared for each construct with the correlation value between the constructs in the model. An acceptable AVE value must be greater than 0.5 (Ghozali and Latan, 2015). Value of AVE Knowledge Management 0.626 > 0.5 Valid, Innovation 0.582 > 0.5 valid, Learning Agility 0.701 > 0.5 valid, Talented HR 0.821 > 0.5 valid, Sustainability Business Excellence 0.624 > 0.5 valid, and Organizational Culture 0.657 > 0.5 is valid.

According to Ghazali and Latan (2015) composite reliability testing aims to test the reliability of the instrument in a research model. If all latent variable values have a composite reliability value of > 0.7 and Cronbach's alpha > 0.7, this means that the construct has good

reliability or the questionnaire used as a tool in this study is reliable or consistent. It can be seen that all variables in this research model are reliable because composite reliability > 0.7. In addition, it can be seen that all variables in this research model are reliable because Cronbach's alpha > 0.7 (Ghozali and Latan, 2015).

Discriminant validity indicates the extent to which a construct is truly different from other variables. Discriminant validity of the measurement model with reflective indicators is assessed based on the crossloading of measurements with constructs. It is expected that each latent variable measured is compared with indicators for other latent variables (Ghozali and Latan, 2015). Table 3 shows the value of cross loading for each construct.

**Table 3. Discriminant Validity Test Results**

No	Knowledge Management	Innovation	Learning Agility	Talented HR	Sustainability Business Excellence	Organizational Culture
KnM 1	0.547	0.552	0.561	0.699	0.540	0.623
KnM 2	0.538	0.619	0.546	0.576	0.499	0.526
KnM 3	0.587	0.692	0.562	0.683	0.549	0.584
KnM 4	0.625	0.558	0.656	0.582	0.541	0.574
KnM 5	0.545	0.741	0.650	0.605	0.519	0.608
KnM 6	0.594	0.524	0.568	0.543	0.470	0.606
KnM 7	0.485	0.569	0.591	0.563	0.535	0.652
KnM 8	0.617	0.637	0.543	0.545	0.534	0.669
KnM 9	0.521	0.415	0.549	0.541	0.582	0.618
Inv 1	0.576	0.640	0.575	0.567	0.565	0.652
Inv 2	0.526	0.620	0.516	0.699	0.540	0.623
Inv 3	0.652	0.630	0.550	0.587	0.479	0.567
Inv 4	0.516	0.557	0.664	0.625	0.566	0.647
Inv 5	0.618	0.678	0.591	0.545	0.599	0.550
Inv 6	0.474	0.575	0.631	0.594	0.634	0.606
Inv 7	0.432	0.628	0.619	0.485	0.500	0.603
Inv 8	0.474	0.636	0.575	0.617	0.533	0.561
Inv 9	0.504	0.653	0.714	0.521	0.580	0.547
La 1	0.325	0.564	0.694	0.576	0.564	0.575
La 2	0.468	0.598	0.540	0.526	0.465	0.483
La 3	0.467	0.578	0.575	0.652	0.681	0.613
La 4	0.461	0.585	0.543	0.516	0.533	0.609
La 5	0.451	0.565	0.470	0.618	0.582	0.613
La 6	0.520	0.574	0.541	0.576	0.619	0.613
La 7	0.661	0.416	0.604	0.461	0.575	0.519
La 8	0.613	0.626	0.601	0.522	0.714	0.617
La 9	0.546	0.704	0.613	0.517	0.694	0.530
La 10	0.434	0.600	0.519	0.374	0.540	0.472
La 11	0.613	0.692	0.617	0.586	0.575	0.552
La 12	0.531	0.658	0.530	0.546	0.543	0.686
SDMB 1	0.459	0.577	0.472	0.522	0.539	0.595
SDMB 2	0.555	0.535	0.552	0.602	0.579	0.581
SDMB 3	0.749	0.534	0.645	0.509	0.653	0.639
SDMB 4	0.821	0.582	0.619	0.472	0.481	0.536
SDMB 5	0.822	0.565	0.640	0.589	0.461	0.657
SDMB 6	0.735	0.540	0.620	0.483	0.535	0.554
SDMB 7	0.751	0.499	0.630	0.700	0.525	0.626
SDMB 8	0.740	0.549	0.557	0.643	0.688	0.704
SDMB 9	0.749	0.541	0.678	0.552	0.526	0.600
SBE 1	0.722	0.519	0.575	0.619	0.569	0.692

SBE 2	0.568	0.470	0.628	0.692	0.564	0.658
SBE 3	0.591	0.452	0.636	0.558	0.598	0.577
SBE 4	0.543	0.538	0.653	0.741	0.578	0.667
SBE 5	0.549	0.429	0.575	0.524	0.585	0.559
SBE 6	0.575	0.603	0.500	0.569	0.565	0.629
SBE 7	0.516	0.561	0.598	0.637	0.574	0.669
SBE 8	0.550	0.547	0.535	0.415	0.416	0.450
SBE 9	0.664	0.575	0.677	0.468	0.553	0.452
BdO 1	0.591	0.483	0.673	0.467	0.554	0.538
BdO 2	0.631	0.613	0.662	0.461	0.547	0.429
BdO 3	0.619	0.609	0.510	0.451	0.538	0.437
BdO 4	0.575	0.613	0.538	0.520	0.587	0.479
BdO 5	0.714	0.423	0.590	0.661	0.625	0.566
BdO 6	0.694	0.491	0.491	0.613	0.545	0.599
BdO 7	0.548	0.459	0.450	0.546	0.594	0.634
BdO 8	0.575	0.480	0.480	0.434	0.485	0.500
BdO 9	0.543	0.539	0.512	0.613	0.617	0.533
BdO 10	0.539	0.691	0.691	0.531	0.521	0.580
BdO 11	0.579	0.715	0.713	0.459	0.576	0.564
BdO 12	0.653	0.703	0.503	0.555	0.526	0.465
BdO 13	0.481	0.528	0.628	0.652	0.681	0.613
BdO 14	0.461	0.636	0.636	0.516	0.533	0.609
BdO 15	0.535	0.578	0.643	0.618	0.582	0.613
BdO 16	0.525	0.608	0.549	0.474	0.497	0.423
BdO 17	0.688	0.603	0.575	0.432	0.575	0.491
BdO 18	0.526	0.660	0.516	0.474	0.500	0.450
BdO 19	0.569	0.597	0.550	0.504	0.598	0.480
BdO 20	0.564	0.622	0.664	0.325	0.535	0.519
BdO 21	0.598	0.575	0.591	0.453	0.575	0.432

Source: Results of Questionnaire Testing with SmartPLS version 3.0, 2021

The table above shows that the cross loading value of each item on the construct is greater than the loading value on the other constructs. From these results it can be concluded that there are no problems with discriminant validity. Testing the inner model is the development of a concept- and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework (Ghozali and Latan, 2016). The structural model test was carried out to assess the coefficient of determination (R<sup>2</sup>), Effect Size (f<sup>2</sup>), Predictive Relevance Value (Q<sup>2</sup>), T-statistics. According to Ghozali and Latan (2015), changes in R-squares values can be used to assess the effect of certain independent latent variables on the dependent latent variable whether they have a substantive effect. R<sup>2</sup> results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "strong", "moderate" and "weak" (Ghozali and Latan, 2015).

**Table 4. R<sup>2</sup> Test Results**

Variable	R Square
Organizational Culture	0.699
Sustainability Business Excellence	0.699

Source: Questionnaire Testing Results with SmartPLS version 3.0, 2022

Based on table 4 it can be seen that the R<sup>2</sup> value for Organizational Culture is 0.699 which means that it is included in the strong category. So it can be concluded that Knowledge Management, Innovation, Learning Agility and Talented HR have a strong impact on Organizational Culture. The R<sup>2</sup> value for Sustainability Business Excellence is 0.699 which



means that it is included in the strong category. So it can be concluded that Knowledge Management, Innovation, Learning Agility, Talented HR and Organizational Culture have a strong impact on Sustainability Business Excellence.

The effect size value ( $f^2$ ) is also used to evaluate whether when the exogenous variable is removed it has a substantive impact on the endogenous variable. The  $f^2$  values of 0.02, 0.15, and 0.35 can be interpreted whether the latent variable predictor has a small, medium, and large influence at the structural level according to Chin (1998) in Ghozali and Latan (2015). Table 5 shows the effect size ( $f^2$ ) of each exogenous variable on the endogenous variable.

**Table 5. Effect Size Value ( $f^2$ )**

Variable	Organizational Culture	Sustainability Business Excellence
Knowledge Management	0.141	0.001
Innovation	0.084	0.174
Learning Agility	0.212	0.099
Talented HR	0.206	0.055
Organizational Culture		0.123

Source: SmartPLS version 3.0, 2022

Based on Table 5, it can be concluded that Knowledge Management, Innovation, Learning Agility, and Talented HR each have a value of 0.141, 0.084, 0.212 and 0.206, the four of which have a moderate influence on Organizational Culture. The value of the effect size ( $f^2$ ) respectively Knowledge Management, Innovation, Learning Agility, Talented HR and Organizational Culture on Sustainability Business Excellence has a value of 0.001, 0.174, 0.099, 0.055 and 0.123. This shows that there is one variable that has a weak influence on Sustainability Business Excellence, namely Knowledge management, while the other four variables have a moderate effect on Sustainability Business Excellence. Q-square measures how well the observed values are produced by the model and also the parameter estimates. The Q2 value has a range of  $0 < Q^2 < 1$ , where the closer to 1 means the better the model. This Q2 quantity is equivalent to the total coefficient of determination in path analysis. Q2 value  $> 0$  indicates the model has a relevance predictive, otherwise if the Q2 value  $\leq 0$  indicates the model has less predictive relevance.

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1-R^2) * (1-R^2)] \\
 &= 1 - [(1-0.699) * (1-0.699)] \\
 &= 1 - (0.301 * 0.301) \\
 &= 1 - 0.091 \\
 \text{Q-Square} &= 0.909
 \end{aligned}$$

Based on the calculation results above, it is known that the Q-Square value is 0.909. This shows that the large diversity of research data that can be explained from this study is 90.9% and the remaining 9.1% is explained by other factors outside of this study. Testing the research hypothesis using the t-statistic coefficient. Where the results / output of the bootstrapping command produce t-statistics. Indicators that have a t-statistic  $> 1.96$  are said to be significant (Ghozali and Latan, 2015). An indicator can also be said to be influential if it has a p-value  $< 0.05$  (Haryono, 2017).

**Table 6. Hypothesis Testing**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Direct Effect					

Knowledge Management -> Sustainability Business Excellence	0.022	0.014	0.104	0.211	0.833
Knowledge Management -> Organizational Culture	0.320	0.325	0.070	4.550	0.000
Innovation -> Sustainability Business Excellence	0.340	0.358	0.166	2.049	0.041
Innovation -> Organizational Culture	0.227	0.230	0.112	2.025	0.043
Learning Agility -> Sustainability Business Excellence	0.219	0.216	0.122	1.794	0.073
Learning Agility -> Organizational Culture	0.388	0.383	0.088	4.418	0.000
Talented HR -> Sustainability Business Excellence	0.283	0.235	0.089	3.223	0.002
Talented HR -> Organizational Culture	0.213	0.314	0.067	2.989	0.015
Organizational Culture -> Sustainability Business Excellence	0.351	0.348	0.141	2.486	0.013
Indirect Effect					
Knowledge Management -> Organizational Culture -> Sustainability Business Excellence	0.112	0.115	0.056	2.019	0.044
Innovation -> Organizational Culture -> Sustainability Business Excellence	0.080	0.075	0.047	1.699	0.090
Learning Agility -> Organizational Culture -> Sustainability Business Excellence	0.136	0.135	0.066	2.061	0.040
Talented HR -> Organizational Culture -> Sustainability Business Excellence	0.126	0.119	0.089	1.783	0.021

Source: Test Results using SmartPLS version 3.0, 2022

Based on table 6 it can be concluded that the results of testing the research model hypothesis:

- Hypothesis 1 Knowledge Management on Sustainability Business Excellence. Knowledge Management has a t-statistic value of 0.211 <1.96, p-value 0.833> 0.05 and the original sample is 0.022, so H1 is rejected, meaning that Knowledge Management has no effect on Sustainability Business Excellence.
- Hypothesis 2 Knowledge Management on Organizational Culture. Knowledge Management has a t-statistic value of 4,550 > 1.96, a p-value of 0,000 <0.05 and the original sample is 0,320, so H2 is accepted, meaning that Knowledge Management has a significant effect on Organizational Culture.
- Hypothesis 3 Innovation on Sustainability Business Excellence. Innovation has a t-statistic value of 2.049 > 1.96, a p-value of 0.041 <0.05 and the original sample is 0.340, so H3 is accepted, meaning that innovation has a significant effect on Sustainability Business Excellence.
- Hypothesis 4 Innovation on Organizational Culture. Innovation has a t-statistic value of 2.025 > 1.96, a p-value of 0.043 <0.05 and an original sample of 0.227, so H4 is accepted, meaning that innovation has a significant effect on organizational culture.
- Hypothesis 5 Learning Agility on Sustainability Business Excellence. Learning Agility has a t-statistic value of 1,794 <1.96, a p-value of 0.073 > 0.05 and the original sample is 0.219, so H5 is rejected, meaning that Learning Agility has no effect on Sustainability Business Excellence.

- Hypothesis 6 Learning Agility on Organizational Culture. Learning Agility has a t-statistic value of 4,418 > 1.96, a p-value of 0,000 <0.05 and the original sample is 0.388, so H6 is accepted, meaning that Learning Agility has a positive and significant effect on Organizational Culture.
- Hypothesis 7 Talented HR on Sustainability Business Excellence. Talented HR has a t-statistic value of 3,223 > 1.96, p-value 0.002 <0.005 and an Original sample of 0.283, so H7 is accepted, meaning that Talented HR has a significant effect on Sustainability Business Excellence
- Hypothesis 8 Talented HR on Organizational Culture. Talented HR has a t-statistic value of 2,989 > 1.96, a p-value of 0.015 <0.005 and an Orginal sample of 0.213, so H8 is accepted, meaning that Talented HR has a significant effect on Organizational Culture
- Hypothesis 9 Organizational Culture on Sustainability Business Excellence. Organizational Culture has a t-statistic value of 2,486 > 1.96, a p-value of 0.013 <0.05 and the original sample is 0.351, so H9 is accepted, meaning that Organizational Culture has a significant effect on Sustainability Business Excellence.
- Hypothesis 10 There is an influence of Knowledge Management on Sustainability Business Excellence through organizational culture as an intervening variable. Knowledge Management on Sustainability Business Excellence through organizational culture has a t-statistic value of 2.019 > 1.96, p-value 0.044 <0.05 and original sample 0.112 so H10 is accepted, meaning that there is a significant influence between Knowledge Management on Sustainability Business Excellence through culture organization as an intervening variable.
- Hypothesis 11 There is an influence of Innovation on Sustainability Business Excellence through organizational culture as an intervening variable. Innovation on Sustainability Business Excellence through organizational culture has a t-statistic value of 1.699 <1.96, p-value 0.090 > 0.05 and the original sample is 0.080 so H11 is rejected, meaning that there is no influence between Innovation on Sustainability Business Excellence through organizational culture as intervening variable.
- Hypothesis 12 There is an effect of Learning Agility on Sustainability Business Excellence through organizational culture as an intervening variable. Learning Agility on Sustainability Business Excellence through organizational culture has a t-statistic value of 2.061 > 1.96, a p-value of 0.040 <0.05 and the original sample is 0.136 so H12 is accepted, meaning that there is a significant influence between Learning Agility on Sustainability Business Excellence through culture organization as an intervening variable.
- Hypothesis 13 There is an influence of Talented HR on Sustainability Business Excellence through organizational culture as an intervening variable. Learning Agility on Sustainability Business Excellence through organizational culture has a t-statistic value of 1,783 > 1.96, a p-value of 0.021 <0.05 and the original sample is 0.126 so H10 is accepted, meaning that there is a significant influence between Talented HR on Sustainability Business Excellence through organizational culture as an intervening variable.

### **The Influence of Knowledge Management on Sustainability Business Excellence**

Knowledge Management has no effect on Sustainability Business Excellence. Knowledge Management has an important role in various activities in the company both strategic and operational activities. Knowledge management is the management of organizational knowledge to create value and produce competitive advantage or excellent performance (Tiwana, A, 2000). Knowledge management is a series of processes to transform data and information into useful knowledge for various organizational interests (Serrat, 2009; Barclay & Murray; 2009). As an intangible asset, knowledge is widely recognized as the most important organizational asset for creating value and sustainable competitive advantage (Wiig, 1997;

Koenig, 1998; Nonaka, 2006; Teece, 2000; Choi et al., 2008; Yang, et al. 2009 ). Organizations must realize the importance of managing and utilizing the knowledge of every individual in the organization as an organizational asset. Quality Human Resources is the main factor in achieving the current goals of the organization.

Huang (2009), also reviewed an application system model using The Analytic Hierarchy Process (AHP) Method, asserting that a knowledge-based system (KBS) can be a strategic planning tool, planning or establishing strategies based on decision-making information. The Alcoa Aluminum company's sustainable business model where research related to stakeholder relations is a process that continues from time to time with the following stages: 1) Stakeholder awareness, stakeholders know the existence of the company. The company will communicate with stakeholders to provide information and share vision and mission; 2) Knowledge, stakeholders know and begin to understand what the company does, the company's values and strategies. At this stage the company provides information so that stakeholders play a more active role. Employees understand the organizational structure and systems built, customers get products according to their needs while providers of goods and services know the needs of the company; 3) Satisfaction, where stakeholders trust the company and will build commitment to the company; 4) Action, the company then takes action for further collaboration with stakeholders. (Epstein, 2008)

PT XYZ must be committed to creating value and benefits for all stakeholders through the application of Knowledge Management in managing information for all stake holders so that it becomes part of the development of PT XYZ's HR skills, knowledge and capabilities so that they are able to provide comprehensive and integrated health services, which will also have an impact positive for the environment and society so that we are able to grow and develop in a sustainable manner to a higher level.

### **The Effect of Knowledge Management on Organizational Culture**

Knowledge Management has a significant effect on Organizational Culture. Schein in (Abdullah, 2015) states that the knowledge management process will create a new culture, namely knowledge sharing that is quite strong, where employees will be more frequently involved in the process of exchanging knowledge with one another. According to Lin et al. (2012), knowledge sharing is the most difficult knowledge management activity for organizations to implement. However, organizations that successfully manage knowledge sharing activities well will achieve good knowledge management performance because knowledge sharing is an activity that has the greatest influence on the success of knowledge management (Zaim, 2006).

Top Leaders and Culture Champions act as role models for implementing corporate culture. This learning process is then translated into the acquisition of managerial competencies that enable the organization to become more efficient. The overall learning of corporate organizations includes knowledge acquisition (development or creation of skills, insights, relationships), knowledge sharing (dissemination to others about what has been acquired by several companies), utilization of knowledge (integration of that learning so that it is assimilated, widely available, and can also be generalized to new situations) and unlearning (review and updating of existing knowledge and communication of changes within the company).

Organizational learning is defined as the development of new knowledge or insights that have the potential to influence behavior, as distinguished from individual learning within an organization. Organizational learning as conceptualized in the literature (Huber et al in Weerawardena, 2003) consists of four learning activities, which constitute the entire learning

process of the enterprise organization. These activities are knowledge acquisition (development or creation of skills, insights, relationships), knowledge sharing (dissemination to others about what has been acquired by several companies), utilization of knowledge (integration of learning so that it is assimilated, widely available, and can also be generalized for new situations) and unlearning (review and update existing knowledge and communication of changes within the company). The existence of PT XYZ in providing services and benefits is certainly expected to create shared value for all stakeholders and the surrounding community.

### **The Effect of Innovation on the Sustainability of Business Excellence**

Innovation has a significant effect on Sustainability Business Excellence. According to Damanpour (1998) that an innovation can be in the form of a new product or service, a new product process technology, a new structural and administrative system or a new plan for organizational members. Sawhney (2006) describes 12 innovations that must be carried out in order to progress, such as product innovation, platforms, solutions, customers, communication, interactions, ecosystems, channel innovation, supply chains, processes, values, and management. By using new technology, creating and introducing (commercializing) or marketing new products and adopting innovative production processes, companies can solve competitive problems effectively (Swamidass, 1986; Gobelly and Brown, 1993; Salaman and Storey, 2002).

In the sustainable performance survey of 11 chemical industry companies in 2007 it was measured by the AICHE sustainability index where the criteria for sustainable innovation included 4 things; the company's commitment to research and development as measured by the amount of research costs to sales, development of products and processes that excel in economic and social environmental performance, a sustainable approach in research and process innovation, and research effectiveness is indicated by the number of patents issued that promote environmental performance and social. (IFS 2007) Innovation is considered as an important mechanism to be competitive and to survive in the global business world, if there is no innovation then there is nothing to talk about growth and competitiveness.

PT XYZ has made various breakthroughs to support the growth of the Company's performance, including carrying out various innovations both related to the products and services provided. It can be seen that the economic and business conditions at the beginning of 2021 were slightly better than in 2020, however, at the beginning of mid-2021 when the Delta variant appeared, which is a new variant of COVID-19, economic conditions weakened again due to restrictions on large-scale activities. This certainly affects the Company's performance. PT XYZ's online channel innovation by improving customer experience and online services. Improved customer experience in applications will increase adoption and transaction volume in online channels. This program aims to increase transaction volume, better accessibility to products and services, increase public awareness of health, develop offline and online channels, and improve user experience.

Another CSR program is PT XYZ's innovation in providing health services to people in hard-to-reach areas. In its implementation, the program consists of 3 (three) categories of activities, namely promotive in the form of counseling, nutritional counseling, maternal and child health services and health promotion, secondly preventive namely environmental health in the form of waste management, sanitation and school health, thirdly curative namely treatment and administration of vitamins. Innovation in social responsibility is a policy taken to find a balance point between improving company performance and community development, implementing social responsibility programs can provide positive feedback or shared value to the company. Evaluation of the performance of social responsibility programs

to the community is carried out through reporting program evaluations and conducting community satisfaction index surveys.

### **The Effect of Innovation on Organizational Culture**

Innovation has a positive and significant effect on Organizational Culture. According to Wahdah (2017) states that companies that are able to utilize all the resources owned by these companies will find it easier to generate innovation and create an appropriate innovation strategy. Janet al., (2014) found, in a creative community culture and if it is supported by a democratic organizational culture, organizations can be more innovative. Herbig & Dunphy (1998) emphasized that no matter how good innovation is, it will be meaningless if the culture of innovation as the basis for innovation shows no change. According to Naranjovalencia et al., (2015) innovation is widely seen as an important component of competitiveness, organizational structure, products and services within companies. Human resources are the driving force for creativity and innovation within the company so that they are able to compete with competitors and dominate the market. Companies that want to remain sustainable must place human resources with capabilities and behaviors that are in accordance with company values that support the application of innovation and flexibility so as to improve performance.

### **The Effect of Learning Agility on Sustainability Business Excellence**

Learning Agility has no effect on Sustainability Business Excellence. KPMG International (2017) states that the millennial generation is the generation born in the millennial year, namely between 1980-2000. The millennial generation needs to have learning agility skills so they can meet organizational demands for agile HR. Agility relates to a person's ability to face difficulties by having flexibility, agility to see existing solutions. Learning agility is defined as the willingness and ability to learn from experience, then apply what has been learned to gain success in new situations (Lombardo & Eichinger, in De Meuse, Dai & Hallenbeck, 2010). Change agility for millennial employees which is quite high describes someone who tries to innovate and change quickly, likes to try new things, easily accepts change and can anticipate future consequences (De Meuse, Dai & Hallenbeck, 2010) PT XYZ has more of 70% of millennial employees from the total HR, so they are expected to have the speed of adapting and learning through upskilling or reskilling in line with business developments. Development and training programs are prepared by PT XYZ through the Corporate University (Corpu) continuously and consistently to improve the capabilities of the talents as future leaders.

### **The Effect of Learning Agility on Organizational Culture**

Learning Agility has a significant effect on Organizational Culture. Learning agility is divided into four dimensions, namely: 1). People agility: the extent to which a person knows himself well, learns from experience, treats others constructively and is resilient under pressure of change; 2). Results agility: the extent to which a person achieves results under difficult conditions, inspires others, and builds confidence in others with his presence; 3). Mental agility: the extent to which individuals think about a problem from a new perspective and are comfortable with ambiguity, complexity and explaining their thoughts to others; 4) Change agility: the degree to which individuals are curious, passionate about ideas and involved in skills development activities (Lombardo & Eichinger in De Rue, Ashford, & Myers, 2012).

Corporate culture as an enabler and corporate identity. AKHLAK culture becomes the values implemented at PT XYZ as a standard of behavior in achieving company targets. PT XYZ's initiatives to drive an agile culture and create a better workplace include building a results-driven company, embedding corporate vision for all employees, caring and coaching to our people, fostering innovation and agility, and customer oriented. De Meuse (2010) explains that

people with a high level of agility take the right lessons from their experiences and apply these lessons in new situations, they tend to look for new challenges continuously, tend to self-reflect, and evaluate experiences. and draw conclusions.

### **The Influence of Talented HR on Sustainability Business Excellence**

Talented HR has a significant effect on Sustainability Business Excellence. Talents are employees who are able to provide above average contributions through achieving high performance and possessing potential that will affect the current and future growth of the organization. within the organization. Sustainability strategy involves a leadership role where policy is top-down and is effective when top management provides clear strategy. Top executives need to be known, support the organization and communicate about the company's mission, vision and strategy.

Talent management includes procedures for attracting, retaining and developing personnel (D'Annunzio-Green, 2008; Maxwell, Watson, & D'Annunzio- Green, 2008). In addition, talent management is very important for organizations because of its role in assisting organizations in attracting and being able to retain talented employees effectively. Talent management is a crucial mission process to ensure the quality and quantity of people or employees needed now and in the future for business activities which become a series of integrated activities to ensure the organization is more attractive, survives, is motivated and develops talented people. This is what states that talent is one of the core resources for the organization. (Amstrong, 2006). PT XYZ views the importance of preparing leadership through the development of human resources, both soft skills and hard skills, for talents to have key competencies and capabilities to support the achievement of the Company's short-term and long-term targets. Including preparing successors who will fill PT XYZ's next strategic position, so as to create a leadership pipeline within the company. Competency gaps (Gap) that still exist today are identified to be able to plan the specific development needed.

### **The Influence of Talented HR on Organizational Culture**

Talented HR has a significant effect on Organizational Culture. The concept of talent management or talent management was first put forward by McKinsey & Company in 1997 and popularized by McKinsey in the book "War For Talent" (McKinsey, 2007). Talent according to Piasoongnern and Anurit (2010) is a group of employees who have educational qualifications, skills and performance above average so that they are entitled to be promoted to executive positions. Talents according to Ed Michaels, Helen Handfield-Jones, and Beth Axelrod in Manopo (2011) are key employees who have sharp strategic thinking, leadership skills, communication skills, the ability to attract and inspire people, have entrepreneurial instincts, functional skills, and the ability to create results. Armstrong (2009) says that talent consists of individuals who can make a difference to organizational performance, either through direct contributions. According to Kotter and Hesken (1997), the most influential factor in changing organizational culture is competent leadership at the top.

PT XYZ conducts a recruitment process for prospective employees to meet the demand for quality workers to fill position and workforce formations. The recruitment process also considers the results of an analysis of human capital needs based on competency strengthening in fulfilling key capabilities and increasing the Company's performance targets. In carrying out the recruitment process, PT XYZ is committed to being open and transparent and without discrimination. In addition, the Company also promotes the principle of gender equality in which both male and female prospective employees have equal opportunities. PT XYZ strives to continuously improve the quality and capacity of its employees through the implementation of various types of education and training programs. There are various types of programs

implemented and adapted to the needs of the company, including: Leadership Program, Technical Development Program and Management Development Program.

In an effort to attract, acquire and retain talent, PT XYZ regularly conducts Employee Net Promoter Score (ENPS), Employee Satisfaction Survey (ESS) and Employee Experience (EX) surveys. This survey was conducted to measure the level of satisfaction of the talents within the company and identify problems that could lead to low job satisfaction of the talents as well as measure the level of employee recommendations in making PT XYZ an attractive place to work for external talents.

### **The Effect of Organizational Culture on Sustainability Business Excellence**

Organizational Culture has a positive and significant effect on Sustainability Business Excellence. Organizational culture is the norms and values that guide the behavior of members of the organization. If every member of the organization behaves in accordance with the prevailing culture then it will be accepted by the environment so that it will lead to a commitment to work optimally. The more organizational culture is attached to all employees, then it can be said that the implementation of organizational culture has been successful. John Elkington (1997) developed the concept of the triple bottom line in terms of economic prosperity, environmental quality and social justice. According to Elkington, company sustainability must pay attention to '3P' (Profit, People, Planet), namely that in addition to pursuing profit (profit), companies must also pay attention to and be involved in fulfilling the welfare of society (people) and actively contribute to preserving the environment (planet). ). According to (Savit & Weber in Cambra-Fierro & Benitez, (2011) that Corporate sustainability is related to the company's ability to create profits, the company's ability to protect the environment and the company's ability to improve social life.

There are four aspects of sustainability that need to be identified and analyzed (Aras & Crowther, 2008), namely: 1. Social influence, which is defined as a measure of the impact that society has on companies in terms of social contracts and stakeholder influence. 2. Environmental impact, which is defined as the effect of company actions on the geophysical environment. 3. Organizational culture, which is defined as the relationship between the company and its internal stakeholders, particularly employees, and all aspects of that relationship. 4. Finance, which is defined as an adequate return on the level of risk taken.

Companies need to continue to emphasize the importance of elements of sustainability in implementing TBL (Triple Bottom Line) practices. These elements are as follows (Smith & Sharicz 2011): 1) Governance: the company must be committed to the TBL issue and make it part of corporate governance. The importance of this integration is also expressed by Akisik and Gal (2011). 2) Leadership: there are a number of qualities that need to be possessed by a leader so that social and environmental aspects become an integral part of organizational activities. 3) Business plan: sustainability issues must be part of the business strategic plan and daily activities, in other words, these issues must be considered comprehensively. 4) Measurement and reporting (measure and report): measurement and reporting must be carried out on the company's activities related to sustainability. 5) Organizational learning): organizations need to continuously learn and adapt in order to be able to equip themselves to face challenges related to TBL in the future. 6) Culture: organizational culture is important in implementing TBL practices. 7) Information systems: information systems can be utilized to achieve eco-efficiency, eco-equity, and eco-effectiveness in an organization. This commitment is realized by PT XYZ by conducting business management based on sound corporate principles. Namely business management with the aim of seeking profit and organizational management that has principles of good corporate governance (Good Corporate Governance), which will lead to corporate accountability.



## **CONCLUSION**

Based on the research objectives and research hypotheses, the following conclusions can be drawn from this study: Knowledge Management has no effect on Sustainability Business Excellence. Knowledge Management has a significant effect on Organizational Culture. Innovation has a significant effect on Sustainability Business Excellence. Innovation has a significant effect on Organizational Culture. Learning Agility has no effect on Sustainability Business Excellence. Learning Agility has a significant effect on Organizational Culture. Talented HR has a significant effect on Sustainability Business Excellence. Talented HR has a significant effect on Organizational Culture. Organizational Culture has a significant effect on Sustainability Business Excellence. Knowledge management has a significant effect on Sustainability Business Excellence through organizational culture as an intervening variable. Innovation has no effect on Sustainability Business Excellence through organizational culture as an intervening variable. Learning Agility has a significant effect on Sustainability Business Excellence through organizational culture as an intervening variable. Talented HR has a significant effect on Sustainability Business Excellence through organizational culture as an intervening variable.

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